

ONE-STOP CAREER CENTERS

STRATEGIC ISSUE

Although the current One-Stop Career Center initiative in Missouri has made significant progress in the past two years, there is still considerable work to be done to further integrate workforce development programs. In order to provide Missourians a true One-Stop delivery system the current effort must be continued and advanced.

Within this framework a number of desired outcomes have been identified which focus on choice, accountability, integration, and service accessibility (universality), all of which are the major goals of the One-Stop Career Center movement as proposed by the U.S. Department of Labor. The willingness and ability of the One-Stop Career Centers to continue to identify and measure these desired outcomes will keep the focus on the customer. The following areas and elements have been identified as critical to the success of not only the One-Stop Career Centers but the new Workforce Development System as a whole.

DESIRED OUTCOMES

A One-Stop Career Center System must emphasize customer choice. Customer driven services will help employers get the workers they need while empowering job seekers to select the training needed for the jobs they want.

A One-Stop Career Center System must ensure accountability to both job seeker and employer customers. Program performance will be measured through the Governor's Show-Me Results presented to the Missouri Training and Employment Council and program performance standards mandated

by funding sources. Through data analyzed by the University of Missouri, the Missouri Training and Employment Council has established baseline data and performance targets. These targets and outcome measures will allow for the use of discretionary funding to pay for positive results.

An effective One-Stop Career Center System must emphasize integration to ensure streamlined service delivery. This will simplify administration, improve local control, enhance customer focus, and promote customer choice.

A One-Stop Career Center System must ensure open access (universality) to all customers. This will also allow greater customer choice while allowing flexibility and innovation of service delivery at local and state levels. The resulting system will prove to be more user friendly and improve customer service and satisfaction.

IMPLEMENTATION OF ONE-STOP CAREER CENTERS

Over the past three years, agencies administering employment and training programs in Missouri have worked to be more effective in serving Missourians through the development of community based One-Stop Career Centers. The overall objective of the One-Stop Career Center initiative is to unify the fragmented categorical programs into a single workforce development system. The design of the new Workforce Development System builds on the One-Stop Career Center initiative.

One-Stop Career Center implementation strategies were designed around three key concepts:

1. A new shared approach toward governing employment and training program service delivery that emphasizes leadership, partnership, and devolution of customer service decision making to the community level;
2. One-Stop Career Center site selection and design that is based on customer needs and local capacities to integrate employee and program functions; and
3. State responsibility to promote a common technology infrastructure, service delivery capacity building, and education of customers about the improvements.

New workforce development partnerships at the state and community levels are evolving. These new partnerships are having a positive impact on the operation of One-Stop Career Centers. Employment and training service providers, who previously operated autonomously, have joined to better serve job seekers and employers. The establishment of a One-Stop Executive Team at the state level and the Interagency Teams at the community level allow the partner agencies to work together to enhance service to Missourians.

During the past three years, the One-Stop Executive Team provided state leadership for strategy and policy development and implementation guidance. The Team is composed of directors at the division level of One-Stop Career Center partner agencies, representatives of the private sector, and representatives of a variety of key local agencies. The agency representatives on the Executive Team in addition to the division directors include:

- **Division of Employment Security**
Representative of local Job Service
Employer Committees and the private sector
- **Division of Job Development and Training**
Representative of local Private Industry Councils and the private sector
- **Division of Family Services**
Representative of local office supervisors
Representative of Welfare Reform Unit
- **Division of Vocational and Adult Education**
Representative of local vocational schools
- **Division of Vocational Rehabilitation**
Representative of local office staffs
- **Department of Higher Education**
Representative of local community colleges
- **Office of Administration, Facilities Management Section**
- **Missouri Occupational Information Coordinating Committee**

Each of the 15 Labor Market Areas has established a local Interagency Team. The Interagency Team provides local organizational leadership for customer service strategy and policy development, as well as implementation guidance for the One-Stop Career Center in the communities. The Teams duties include One-Stop Career Center site selection and designing and establishing satellite service delivery sites. Local business plans developed by the Interagency Teams are submitted to the Private Industry Council for approval and subsequently to the One-Stop Executive Team.

The Team is composed of representatives of the local employment and training service providers funded by state level agencies, as well as private sector and local economic development representatives. The local Interagency Teams are represented by the following:

- **Employment Security Offices**
local office manager
- **Administrative Entities for the Job Training Partnership Act**
Administrator for the Private Industry Council
- **Division of Family Services**
County Director
- **Department of Elementary and Secondary Education**
Vocational and Adult Education and / or Vocational Rehabilitation
- **Institutions of Higher Education**
- **Private Sector**
- **Local Economic Development Organizations**
- **Local Community Action Agencies (in many areas)**

Continued support and expansion of these broad partnerships at state and community levels will be required if Missouri is to effectively integrate employment and training programs into a new Workforce Development System. As the Workforce Investment Act is implemented, the One-Stop Executive Team and Local Interagency Teams outlined above, will remain key partners with the Workforce Investment Boards that will direct and oversee operations of One-Stop Career Centers.

NETWORKING RESOURCES

Missouri is establishing a system of networked full-service and satellite One-Stop Career Centers. The single overarching objective of the One-Stop Career Centers

has been to collocate service providers to reduce fragmentation and improve customer access to workforce development services. Full-service sites at this time are predominantly located in office locations previously known as the local office of the Division of Employment Security, offices of Job Training Partnership service providers, or at educational institutions. One-Stop Career Center satellite sites are located in a wide array of office settings because their selection was based on local access design.

Each full-service site is required to establish a resource area that provides customers access to information on employment and training resources as well as access to the Internet.

STAFF DEVELOPMENT AND CAPACITY BUILDING

The collocation and integration process is resulting in significant cultural changes within the agencies delivering employment and training services to Missourians. The One-Stop Career Center initiative has worked to implement staff development strategies that support collaborative decision making, locally designed customer service action plans, and the deployment of best practices.

Team building training is required to meld staff from the partner agencies all with their own culture, identity, rules, and expectations into a cohesive work group with a customer service focus. Training must also address the need to move from focus on narrow program functions into a more global view with the integration of numerous programs.

With the ever changing technology and the move to a unified automation system staff need continuous ongoing training in computer literacy and specific computer skills.

The computer skill level of all the partner agencies must be up to date to allow for the delivery of effective customer services and to support internal program management.

Staff cross training of all available program opportunities is critical to effective service delivery and ensure customers are provided the array of services they need. The Missouri Training Institute from the University of Missouri has assisted in staff development and capacity building of One-Stop Career Center partners. Staff development should continue to be a priority component in the new Workforce Development System after implementation.

WORKFORCE INVESTMENT ACT OF 1998 AND ONE-STOP CAREER CENTERS

Similar to the approach taken by Missouri, the Workforce Investment Act of 1998 promotes integrating training, education, and employment services into a single customer focused delivery system.

Under the Act, each local area is to establish a one-stop delivery system in which core employment related services and access to other employment and training services funded under this title and other federal programs. The access to services must be provided through not less than one physical one-stop career center in each local area, which may be supplemented by networks of affiliated sites.

The Workforce Investment Act of 1998 defines mandatory partners of a One-Stop Career Center. These partners are required to make their services available at One-Stop Career Centers. To ensure the highest productivity level, local Workforce Investment Boards may consider adding voluntary part-

ners such as the Department of Social Services. Listed below are the mandatory programs that partners will provide at One-Stop Career Centers.

MANDATORY PROGRAMS

- Adult, Dislocated Worker, and Youth Activities
- Employment Service
- Adult Education
- Post-secondary Vocational Education
- Vocational Rehabilitation
- Welfare-to-Work
- Title V of the Older Americans Act
- Trade Adjustment Assistance
- NAFTA Transitional Adjustment Assistance
- Veterans Employment and Training Programs
- Community Services Block Grant
- Employment and training activities carried out by the U.S. Department of Housing and Urban Development
- Unemployment Insurance

CORE SERVICES

The Workforce Investment Act mandates the services available at One-Stop Career Centers organizing them into core, intensive, and training. The Act expands the concept of universal access to all core services provided by One-Stop Career Centers. The integration of services and providing them through the technology of One-Stop Career Centers will provide customers the choice of any or all services. One-Stop Career Center core services include:

- eligibility determination;
- outreach, intake, orientation;
- initial assessment of skills and need for support services;
- job search and placement;
- labor market information;

- performance and cost information on training providers;
- information on how a local area is performing;
- information on available supportive services;
- information on filing unemployment insurance claims;
- help in establishing eligibility for welfare-to-work and student aid; and
- follow-up services for at least 12 months (retention).

INTENSIVE SERVICES

Intensive services, as outlined in the Workforce Investment Act, are those that may be provided to adults and dislocated workers who are unemployed and are unable to obtain employment through core services. One-Stop Career Center intensive services include:

- comprehensive assessments (diagnostic testing, in-depth interviews and evaluation);
- individual employment plans;
- group counseling;
- individual counseling;
- case management; and
- short-term prevocational services.

TRAINING SERVICES

Training services, under the Workforce Investment Act, are those services that may be available to individuals who have met the eligibility requirements for intensive services but are unable to obtain or retain employment through those intensive services. One-Stop Career Center training services include:

- occupational skills;
- on-the-job training;
- combined workplace / classroom training (cooperative education);

- private sector training;
- skill upgrading and retraining;
- entrepreneurial training;
- job readiness training;
- adult education and literacy; and
- customized training by employers.

ADDITIONAL SERVICES

In addition to the services outlined previously there are numerous other services that may be offered in One-Stop Career Centers. The inclusion of these additional services should be determined by customer needs at the local level. Additional services available at One-Stop Career Centers may include:

- Job Bank (list of available jobs);
- job preparedness resources (resume writing and interviewing skills);
- career exploration / evaluation;
- Missouri Occupational Information Coordinating Committee information;
- skills-building activities;
- marketing;
- job search resources (fax, phone, and copier);
- user-friendly orientation and intake system; and
- apprenticeship and training programs.

ONE-STOP CAREER CENTER BEST PRACTICES

The goal of One-Stop Career Centers services often challenges the standard operating procedures of prospective co-locating partners. For a state and local partnership to be successful, best practices must be established that can be embraced by all involved. Best practices must create a satisfying result for the customer. The following nine examples of best practices have been re-

viewed and recommended by the Transition Team for local implementation.

1. Local partners must be given the freedom to make decisions and implement them at the local level within the Workforce Investment Act guidelines.
2. All services provided will be user-friendly to customers.
3. Each One-Stop Career Center partner agency should share responsibility and cost proportionally and work together to handle job responsibilities.
4. Each One-Stop Career Center may need at least one full-time, trained employee to be the point of contact for all customers.
5. Although the Department of Social Services is not mandated to participate, they will be encouraged to remain a strong partner in the One-Stop Career Center system, in order to help fulfill the Workforce Investment Act purpose of a reduction in welfare dependency.
6. Employer assistance and job development must be a collaborative effort between One-Stop Career Center partner agencies to avoid duplicative employer contacts. An example is assigning each employer an individual from the One-Stop Career Center to market services.
7. Missouri must continue to develop a single, universal mechanism for common intake and case management to be shared by all partner agencies.
8. With the information-share concept, local One-Stop Career Center partners will design and present staff cross training programs.
9. It is important that One-Stop Career Centers have a single number for access to services and information.

One-Stop Career Centers must recognize employers as important customers in the

new Workforce Development System. By establishing relationships with employers, One-Stop Career Centers are better able to link job seekers with available jobs and employers are able to find potential employees who meet particular job needs.

Employer Customer Services at One-Stop Career Centers:

- point of contact with the state / local agencies;
- labor market information;
- job development activities;
- recruitment;
- interview rooms;
- economic development assistance;
- employee testing;
- support services available to an employer's workers;
- customized training;
- local area specialized training;
- job screenings;
- business resource center (Small Business Administration);
- host job fairs; and
- post-employment support (retention).

Taking the lead in the reorganization process, One-Stop Career Centers are the service delivery backbone of workforce development products. As indicated previously, integrating the state and local delivery of education, employment and training services was recently codified by the Workforce Investment Act of 1998, which established the One-Stop Career Centers as the cornerstones for workforce related delivery.

Multiple employment and training programs will be integrated at the local level through a One-Stop Career Center delivery system, which begins with the customer as the center of focus. Building on efforts already underway this integrated system will simplify

and expand access to services for job seekers and employers.

Missouri job seekers and employers must have the proper tools if they are going to successfully compete in the high tech global economy. This changing technology and the move to a global economy requires continuous life long learning. All agencies providing employment and training programs must work together to keep Missouri's workforce one of the best in the world, maintaining and improving the prosperity of our state.

The new Workforce Development System will reach all individuals including those with disabilities, minorities, veterans, older workers, and those currently reliant on public assistance. Entrepreneurs and single parents trying to be self-sufficient and support a family must be provided the opportunity to contribute if Missouri is to continue to prosper. The new Workforce Development System will assist Missourians as they strive to access work opportunities, earn sufficient wages, and maintain a good quality of life.

Missouri's move to performance based outcomes is reinforced by the Workforce Investment Act of 1998 which also emphasizes outcomes rather than inputs; results rather than process; and continuous improvement rather than management control. The Act also strives to establish a comprehensive performance accountability system in order to maximize the return on investment of federal funds utilized in workforce development activities.

ACCOUNTABILITY

To provide the citizens of Missouri accurate information about the effectiveness of employment and training programs, in February of 1997, Governor Carnahan asked the Missouri Training and Employment Council to establish a system to measure outcomes and set targets for the Workforce Development System. The Missouri Training and Employment Council, in cooperation with the Departments of Labor and Industrial Relations, Economic Development, Social Services, Elementary and Secondary Education, and Higher Education, have secured the University of Missouri to develop processes to evaluate outcomes.

Source of Information: One-Stop Career Center Taskforce [Appendix p. 109] and the Workforce Development Transition Team